

Application of SPSS in the Analysis of Ways to Promote Employees' Work Engagement

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Abstract: As an effective tool for data analysis, SPSS (Statistical Product and Service Solutions) is an integrated computer data processing software with powerful statistical functions and extremely large content, which has been widely used in the fields of education, scientific research, communication, medical and commerce. In this study, the correlation between inclusive leadership, employee work engagement, psychological capital, and power distance orientation was analyzed through SPSS22.0 statistical software, and further quantitative analysis was conducted through the plug-in Process embedded in SPSS, in order to verify the promotion role of inclusive leadership in employee work engagement, the mediating role of psychological capital and the moderating role of power distance orientation. The inclusive leadership scale, the work engagement scale, the psychological capital questionnaire (PCQ-12, the short version of PCQ-24), and the power distance orientation scale were used to measure 300 employees at three time points in this study. The results show that: (1) Inclusive leadership significantly was positively related to employee's work engagement; (2) Psychological capital mediated the relationship between inclusive leadership and work engagement; (3) Power distance orientation further moderated the indirect effect of psychological capital on inclusive leadership and psychological capital. Specifically, with the increase of employees' power distance orientation, the role of inclusive leadership in promoting work engagement through psychological capital weakened. In other words, inclusive leadership can promote work engagement by enhancing employees' psychological capital, which is more evident among employees with low power distance orientation.

1 INTRODUCTION

Interdisciplinary integration is an inevitable trend of the development of science and education in the world, as well as the current characteristics of the times and the source of innovation. With the economic growth and social progress, computer technology has been widely used in many fields and also played a significant role in promoting enterprise management. The application and promotion of computer technology are keeping pace with the times, which demonstrates the development and progress of the times, and provides great convenience for enterprise management; in particular, the analysis and processing of data by computer technology provides an important basis for enterprise management decisions and promotes the improvement of efficiency (Peng, Zou, 2017). As an integrated computer data processing application analysis

software, SPSS belongs to an effective means of current data analysis (Wang 2018), and also meets the increasingly urgent need for empirical quantitative research support in enterprise management practice. Therefore, in response to the trend of enterprise management and multidisciplinary combination, this study used the SPSS statistical software and its plug-in Process to explore the ways to promote employees' work engagement and the boundary conditions (power distance orientation) under which inclusive leadership promotes employee work engagement through employees' psychological capital, which is of great significance to help us better understand under what circumstances inclusive leadership can improve employees' psychological capital, thus promoting work engagement. By doing so, this study also contributes to providing insights for enterprise management.

Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, et al., 2002), and it is also defined as a persistent state of psychological behavior that includes positive emotional experiences, sensitive cognition, and a highly aroused physical state when an individual faces work (Hu, Wang, 2014). In the era of economic globalization and increasingly complex business environment, market demand is changing rapidly, and enterprises are required to be more flexible, faster, and more efficient; the degree of workforce diversity is also enhanced with the increase in cross-geographical mobility, and differentiation in human capital such as employees' job skills, values, and autonomy needs has gradually emerged with the rise of a new generation of employees (Mor Barak, 2014, Benson, Hardy, Eys, 2016). Especially in the era of a knowledge-based economy, knowledge-based employees have an increasing need for job autonomy and differentiation (Gao, Sun, 2015), and organizations are facing increasingly severe challenges in their daily management. The report *2018 Trends in Global Employee Engagement* released by AON also shows that global employee engagement reached 65% in 2017, an increase of 2% over 2016 and the same as 2015. It is evident that the overall work enthusiasm and work engagement of global employees have not yet reached a high level.

To deal with the management of diverse employees, scholars have proposed the strategy of inclusive management. Since "inclusive development" was proposed at the 2011 annual meeting of the Boao Forum for Asia (BFA), an emerging leadership style, inclusive leadership, has been gaining attention. According to Hollander (Hollander 2009), an inclusive leader always supports subordinates, cares about their welfare, emotions and expectations, focuses on open communication, and encourages and appreciates their innovative contributions; under the "inclusive leadership" relationship, the leaders and the subordinates aim to achieve a win-win situation and accomplish tasks together, which reflects that working with others is an essential characteristic of inclusiveness; at the same time, the two-way influence between leaders and subordinates relies on mutual respect, recognition, responsiveness, and responsibility. Related studies have shown that inclusive leadership significantly promotes employees' Organizational Citizenship Behavior (OCB) (Nembhard, Edmondson, 2006) and that employees can obtain more emotional and economic resources through interaction with

inclusive leaders, but they also need to undertake the obligation to give back to leaders; therefore, employees may be more likely to conduct behaviors that facilitate the realization of organizational performance goals for which the leader is accountable (Choi, et al., 2017). According to Mohamed et al. (2016), leaders who regularly care about their employees' work and life will influence their employees' work engagement through leadership motivation. Support, respect, encouragement, and recognition are important characteristics of inclusive leadership, while Ceyde Maden found that leadership empowerment and motivation can influence feedback findings through work engagement (Ceyda Maden, 2015). To sum up, this study proposes the research hypothesis H1: Inclusive leadership is positively correlated with employees' work engagement.

Being open, amiable, tolerant, and supportive, an inclusive leader encourages differentiated individuals to fully express themselves (Nembhard, Edmondson, 2006), deals with errors in a timely manner, improves employees' level of error competence, promotes building an atmosphere of error management in the organization (Li, Wang, 2018), and significantly improves the psychological capital of employees (Fang, Wang, 2016). Psychological capital is a positive state of psychological development shown by individuals in the process of growth and development (Luthans, et al., 2007a), which is specifically manifested in the following four aspects: 'Self-efficacy' -- an individual has the confidence and makes necessary efforts to succeed in face of challenges; 'Optimism' -- an individual has positive attributions for present and future success and assigns a positive interpretation to success; 'Hope' -- an individual perseveres with his/her goal, adjusting his/her approach when necessary in order to achieve success; 'Resilience' -- an individual can persevere, recover quickly and surpass when troubled and in adversity, change the path of goal achievement correctly when necessary, and adapt to the constant change in order to succeed. Psychological capital is a core positive psychological element that can be effectively developed and managed and that has a significant impact on individual performance ((Luthans, et al., 2007b) and positively predicts work engagement (Liu, et al., 2013, Pan, et al, 2017, Lang, Wang, Liu, 2019, Wang, et al., 2020). To this end, the study shows that inclusive leadership is positively correlated with employees' psychological capital, which in turn is positively correlated with employees' work engagement. Therefore, this study proposes the research hypothesis H2: Psychological capital plays a

mediating role in inclusive leadership and work engagement.

Power distance orientation refers to the extent to which individuals accept the unequal distribution of power in institutions and organizations based on power distance (Hofstede, 2001, Farh, et al., 2007). Under the influence of traditional Confucianism culture, China is a country with high power distance (Hofstede 2001); in Chinese organizations, there is always an insurmountable hierarchical relationship between leaders and subordinates, the subordinates' compliance with authority is fully reflected (Wang, Zhang, 2012), and leaders also tend to adopt paternalistic leadership (Fan, Zheng, 2000). Related studies have found that the same type of leader and leadership behaviors vary significantly in their effectiveness in actual organizational management. For example, open leadership makes subordinates with low power distance orientation feel close and recognized, whereas, for employees with high power distance orientation, such behavior will make them feel at a loss (Triandis 1996). Employees with high power distance orientation pay more attention to the hierarchical difference between them and their leaders. They believe that the affable and humorous behavior of leaders is inconsistent with the traditional authoritarian leadership style and undermines their image of leadership; they may even perceive such leadership as weak and ineffective, and therefore they do not believe that working under such a leader will bring them the sense of accomplishment, and it is thus difficult to drive their intrinsic motivation (Romero, Cruthirds, 2006, Yang, et al., 2017). Employees with high power distance orientation have difficulty accepting positive behaviors from their leaders because for them it is an attempt by the leader to draw closer to employees (Zhang, Huai, 2012). However, for employees with low power distance orientation, inclusive and amicable leaders, who establish a relaxed and open working relationship with employees and weaken hierarchical differences, are more likely to motivate them (Romero, Cruthirds, 2006, Yang, et al., 2017). In this regard, the higher the power distance orientation, the weaker the positive effect of inclusive leadership on employees' inner psychological state, and the weaker the positive effect on psychological capital, which is the fourth major capital for corporate development in addition to the three major capitals of finance, human and social capital; accordingly, the contribution of inclusive leadership to work engagement is diminished by the indirect effect of psychological capital. Therefore, this study proposes the research hypothesis H3: Employees' power distance

orientation negatively moderates the relationship between inclusive leadership and psychological capital.

Combining H2 and H3, H4 was further proposed in this study: Power distance orientation negatively moderates the mediating role of psychological capital between inclusive leadership and work engagement. The overall hypothetical model framework is shown in Figure 1.

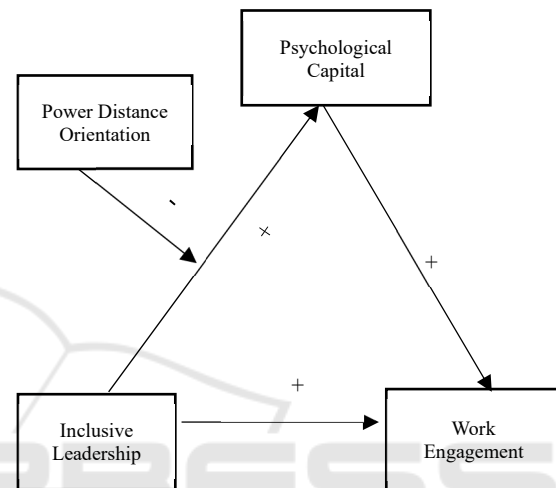


Figure 1: Hypothesized Model

2 RESEARCH OBJECTS AND TOOLS

2.1 Participants and Procedures

In October 2020, the link to the online questionnaire was distributed to employees. In order to increase the return rate and accuracy of the questionnaire, employees were rewarded with a bonus incentive and free feedback containing career development advice related to the results. Data were recovered in three periods, with an interval of a month. In the first phase, the respondents were asked to evaluate the style of inclusive leadership of their immediate supervisors, and demographic variables were collected; in the second phase, the respondents evaluated their psychological capital and power distance orientation; in the third stage, the work engagement questionnaire was completed. After the data of those respondents who did not answer seriously, a total of 300 valid matching samples of questionnaires were recovered three times.

2.2 Measures

Inclusive leadership was measured using 16 items by Hollander (2009). All items were measured on a 5-point scale ranging from “1” = “strongly disagree” to “7” = “strongly agree”. Representative items include “my immediate supervisor highly appreciates my work contributions (support and recognize)”, “my immediate supervisor treats everyone equally (fair communication)”, and “my immediate supervisor often makes uncomfortable comments (self-disrespect, reverse scoring)”. The Cronbach’s α coefficient for this scale in the study was 0.74.

Work engagement was measured using the short 9-item Work Engagement Scale (Schaufeli et al., 2006). All items were measured by the respondents on a scale ranging from “0” = “never” to “6” = “always”. The scale contains three dimensions: vigor, dedication, and absorption. Representative items include “I feel strong and energetic at work”, “I am passionate about my work”, and “my work inspires me”. The Cronbach’s α coefficient for this scale in the study was 0.92.

Psychological capital was measured using the short version of the Psychological Capital Questionnaire (PCQ-24), the PCQ-12 scale, by Luthans et al. Among these, three items measure self-efficacy, four items measure hope, two items measure optimism, and three items measure resilience. There were 12 items on a 6-point scale ranging from “1” = “strongly disagree”, “2” = “disagree”, “3” = “slightly disagree”, “4” = “slightly agree”, “5” = “agree”, and “6” = “strongly agree”. Representative items include “in meetings with management, I am confident in presenting what is within my scope of work”, “I believe I can contribute to the discussion of the company’s strategy”, and “for now, I consider myself quite successful at my work”. The Cronbach’s α coefficient for this scale in the study was 0.86.

Power distance orientation was developed by Dorfman and Howell (1988), with 6 entries. All items were measured on a 5-point scale ranging from “1” = “strongly disagree” to “5” = “strongly agree”. Representative items include “in interaction with subordinates, it is necessary for managers to use their power position frequently to exert pressure”, and “employees should not disagree with managers’ decisions at work”. The Cronbach’s α coefficient for this scale in the study was 0.77.

Demographic variables were designed by the researchers themselves and included gender, age, city of residence, education level, marital status, job status, job position, nature of unit, seniority, etc.

2.3 Statistical Analysis Methods and Procedures

After the invalid questionnaires were eliminated, the questionnaires were checked and organized in this study, and numbered and analyzed using SPSS 22.0 statistical software and the Process plug-in embedded in SPSS. The process is shown in Figure 2.

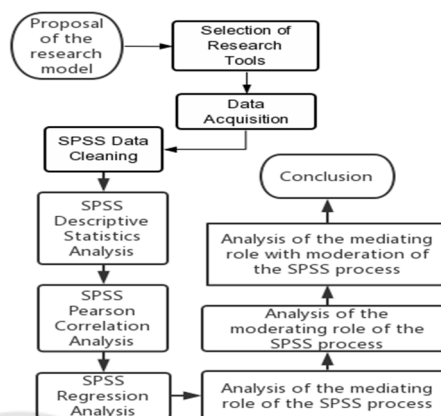


Figure 2 SPSS Analysis Flow Chart

3 RESULTS

3.1 Demographic Data and Variable Correlation Analysis

Table 1 shows the basic demographic information statistics of the samples in this study. The correlation analysis revealed (see Table 2) that inclusive leadership is positively correlated with work engagement ($r = 0.436, p < 0.01$), which initially validated H1.

3.2 Regression Analysis

To further verify H1, the authors conducted regression analysis with inclusive leadership as the independent variable, work engagement as the dependent variable, and gender, education level, seniority, and nature of unit as control variables. The results found that inclusive leadership positively predicts work engagement $B = 0.72, SE = 0.088, p < 0.001$, so H1 holds true.

Table 1: Results for Demographic Data (N=300).

Basic Information		Frequency	Percentage
Gender	Male	137	45.70%
	Female	163	54.30%
Age	20-29	98	32.70%
	30-39	163	54.30%
	40-49	33	11%
	Above 50	6	2%
Education Level	High School/Vocational High School/Junior High School	12	4%
	Junior College	40	13.30%
	Bachelor's Degree	228	76%
	Master's Degree or Above	20	6.70%
	Marital Status	Single	52
Marital Status	Married	239	79.67%
	Cohabitation	7	2.33%
	Divorced or Widowed	2	0.6%
Monthly Salary	Below 3,000	6	2.00%
	3000-5000	38	12.67%
	5000-8000	79	26.33%
	8000-10000	63	21.00%
	10000-15000	89	29.67%
	15000-20000	17	5.67%
	Over 2,0000	8	2.67%
Job Category	Ordinary Employee	104	34.67%
	Junior Manager	110	36.67%
	Middle Manager	71	23.67%
	Senior Manager	15	5.00%
Nature of Unit	Private Enterprise	173	57.67%
	State-owned Enterprise	49	16.33%
	Public Institutions	34	11.33%
	Others	44	14.67%
Seniority	Below 1 Year	3	1.00%
	1-3	32	10.67%
	3-5	37	12.33%
	5-10	121	40.33%
	Above 10	107	35.67%

Table 2: Results of Variable Correlation Analysis (N=300).

	Mean	SD	1	2	3	4	5	6	7
1. gender	1.54	0.5	1.00						
2. Education Level	3.85	0.58	0.02	1.00					
3. Seniority	8.95	6.7	-0.13*	-0.19**	1.00				
4. Nature of Unit	4.26	1.69	0.10	-0.04	0.05	1.00			
5. Inclusive Leadership T1	3.73	0.59	-0.11	0.11	-0.04	-0.08	1.00		
6. Power Distance Orientation T2	2.36	0.74	-0.02	-0.01	-0.05	-0.02	-0.25**	1.00	
7. Psychological Capital T2	4.6	0.67	-0.25**	0.12*	0.13*	-0.14*	0.49**	-0.06	1.00
8. Work Engagement T3	4.57	1.01	-0.18**	0.05	0.16**	-0.14*	0.44**	-0.13*	0.68**

Note: * $p < 0.05$, ** $p < 0.01$.

3.3 Validation of Mediating Effect

To validate H2, the authors used the Process embedded in SPSS (Model, Hayes, 2017) for analysis of the mediating role and confirmed the 95% confidence interval for the mediating role using

Bootstrap sampling 5000 times. As shown in Table 3, the results indicate that after gender, education level, seniority and nature of unit are controlled, inclusive leadership positively predicts psychological capital ($B = 0.524$, $SE = 0.056$, $p < 0.001$), psychological capital positively predicts work engagement ($B =$

0.72, $SE = 0.088$, $p < 0.001$), and psychological capital plays a partially mediating role in inclusive leadership and work engagement (indirect effect = 0.4688, 95%CI = [0.3353,0.6213]), supporting H2.

Table 3: Analysis of Mediating Effect.

	Psychological Capital T2		Work Engagement T3	
	B	SE	B	SE
Gender	-0.24	0.07	0.01	0.09
Education Level	0.11	0.06	-0.04	0.08
Seniority	0.02	0.01	0.01	0.01
Nature of Unit	-0.04	0.02	-0.03	0.03
Inclusive Leadership T1	0.52***	0.06	0.72***	0.09
Psychological Capital T2			1.00***	0.07
R^2		0.31***		0.49***

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

3.4 Validation of Moderating Effect

To validate H3, the authors used Process Macro embedded in SPSS (Model, Hayes, 2017) for analysis of the moderating effect. As shown in Table 4, the results indicate that after gender, education level, seniority, and nature of unit are controlled, the interaction between inclusive leadership and power distance orientation can marginally significantly and negatively predict psychological capital ($B = -0.12$, $SE = 0.071$, $p = 0.09$).

Table 4: Analysis of Moderating Effect.

	Psychological Capital	
	B	SE
Gender	-0.24	0.07
Education Level	0.10	0.06
Seniority	0.01	0.01
Unit	-0.04	0.02
Inclusive Leadership T1	0.55***	0.06
Power Distance Orientation T2	0.06	0.05
Inclusive Leadership T1 * Power Distance Orientation T2	-0.12†	0.07
R^2		0.25

Note: † $p < 0.1$, * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

Further simple slope analysis showed that when power distance orientation is low, the predictive effect of inclusive leadership on psychological capital is $B = 0.6437$, $SE = 0.0921$, $p < 0.001$; when power distance orientation is high, the predictive effect of inclusive leadership on psychological capital is $B = 0.4419$, $SE = 0.0967$, $p < 0.001$, indicating that as employees' power distance orientation increases, the predictive effect of inclusive leadership on

psychological capital tends to decrease gradually, as shown in Figure 3.

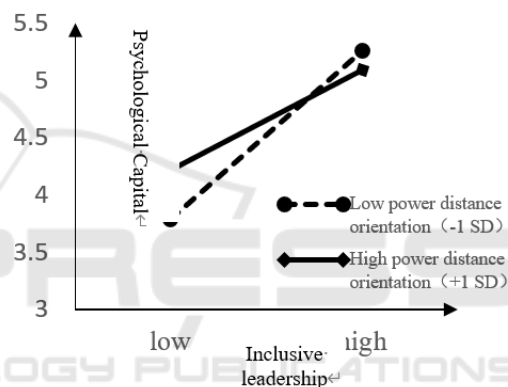


Figure 3: Design Sketch of the Moderating Role of Power Distance Orientation.

3.5 The Moderated Mediation Model

With inclusive leadership as the independent variable, work engagement as the dependent variable, psychological capital as the mediating variable, power distance orientation as a moderating variable, and gender, education, seniority, and nature of unit as control variables, the authors used the Process Macro embedded in SPSS (model, Hayes, 2017) for the testing of the mediating role model with moderation. The results indicate that power distance orientation plays a borderline significant moderating role in the indirect effect of psychological capital on inclusive leadership and work engagement. This is shown by the significant indirect effect of psychological capital in inclusive leadership and work engagement when the level of power orientation is low (-1 SD) (indirect effect = 0.6437, 95%CI = [0.4639, 0.8247]), and the declined indirect effect of psychological capital when

the level of power orientation is high (+1 SD) (indirect effect = 0.4419, 95%CI = [0.2718, 0.6472]). The overall result model is shown in Figure 4.

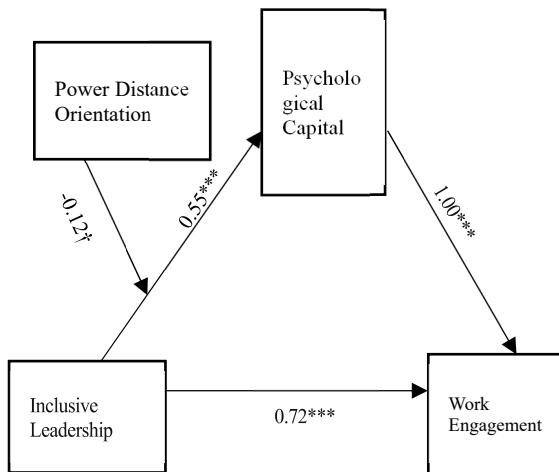


Figure 4: Schematic Diagram of the Mediating Model with Moderation.

4 DISCUSSIONS

4.1 Theoretical Implications

This study responds to the current trend of focusing on inclusive leadership behaviors and multidisciplinary integration and explores that the relationship between inclusive leadership, psychological capital, power distance orientation, and work engagement empirically through SPSS data analysis software and its embedded Process has some theoretical implications.

First of all, there is a positive contribution of inclusive leadership to job performance, work engagement, and psychological capital. As argued by Shore et al. (2011), inclusive leadership not only improves employees' organizational identity, but also promotes their job satisfaction and enhances organizational performance. The findings of Fang Yangchun's study showed that inclusive leadership can also influence team performance by enhancing employees' self-efficacy (Fang 2014, Fang, Jin, 2014) and significantly increasing their psychological capital (2016) (Fang, Wang, 2016). Psychological capital is considered to be a core positive psychological element that can be effectively exploited and managed and can have a significant impact on individual performance (Luthans, et al, 2007b) and has a positive predictive effect on work engagement (Liu, et al., 2013, Pan, et al., 2017, Lang,

Wang, Liu, 2019, Wang, et al., 2020). This study also found that inclusive leadership is significantly correlated with psychological capital and work engagement, and inclusive leadership has a significant effect on work engagement. The effect of inclusive leadership on psychological capital and the effect of psychological capital on work engagement are both significant. This is consistent with the findings of many previous researchers.

Second, this study found that the effect of inclusive leadership differs among employees with different power distance orientations. Inclusive and amicable leaders build relaxed and open working relationships with employees, weakening hierarchical differences; this type of leadership can have a greater motivational effect on employees with low power distance orientation (Romero E J, Cruthirds, 2006, Yang, et al., 2017). However, open leadership can make subordinates with low power distance orientation feel close and identified while also making employees with high power distance orientation feel at a loss (Triandis 1996). Little is known in previous studies about the boundary conditions under which inclusive leadership promotes employee work engagement through employees' psychological capital. Accordingly, the moderating role of employee power distance orientation is revealed in this study, which is a theoretical contribution to the research in this field.

Thirdly, most previous studies on the mechanisms and boundary conditions of the role of inclusive leadership have been cross-sectional in nature. In contrast, this study takes data in a time-phased manner, which can, to some extent, avoid the bias of a common approach and thus help to explore and verify the relationship between variables in greater depth.

Finally, the current research in various industries requires a lot of data processing and analysis. In particular, research in the direction of management and psychology, which targets "people" and "organizations", requires a large amount of data and empirical analysis. As an effective means of current data analysis and an integrated computer data processing application software, SPSS analysis software can analyze the association between different data in a more macroscopic manner, avoid bias in empirical studies, and reveal the relationship between different data in depth; in addition, SPSS can effectively illustrate the relationships between different data, explore the characteristics and inner connections of the data, and allow the relevant personnel to have an in-depth understanding of the

events to judge whether the original data meet the requirements of the application(Wang 2018).

SPSS combines the functions of data organization, analysis process, and output of results, including the basic statistical module and some extension modules; it can mainly perform basic statistical analysis, mean comparison and test, analysis of variance, correlation analysis, regression analysis, and non-parametric test (Lu 2010). With the development of academic research, the structures that researchers want to explore are becoming more and more complex, so the application of SPSS technology in empirical data research needs to be constantly improved. Taking the Process analysis module (e.g., Process, Hayes 2017) as an example, it has greatly simplified the analysis of mediating effects and also allows for a more comprehensive presentation of results; at the same time, it's the automated processing of data prior to the analysis of moderating effects also allows for the processing of mediating and moderating effect models with control variables. In particular, for control variables, the Process is also specifically set up by way of covariate processing. The process has been greatly improved and enhanced in terms of data analysis based on the original SPSS, which is of great value and significance for empirical studies. Therefore, the Process deserves more attention and continuous improvement according to the needs, thereby better meeting the higher requirements of data analysis in the future.

4.2 Practical Implications

4.2.1 Organizational Teams Need to Emphasize the Positive Role of Inclusive Leadership

To motivate employee performance and other organizational citizenship behaviors, it is necessary to create an inclusive organizational culture that encourages team leaders to manage their teams in an "inclusive" manner. As the saying goes, "It's easier to recruit a thousand soldiers than to find a general to command them", it is important but challenging to select the right team managers. In practice, it is found that the best employees are not necessarily good leaders, and an excellent leader may not play the same role in every team. This is because there are differences in leadership styles and organizational climates required by different phases of the team, varied types of tasks, or diverse characteristics of the members. For example, when the power distance orientation of team members is generally low, more emphasis should be put on inclusive leadership; in the

early stages of teams and projects, due to unclear task goals, unpredictable stress challenges, scarce resources, and imperfect internal processes, the inclusive and innovative team leaders may be more likely to integrate the strengths of their teams and achieve milestones. However, when a relatively traditional or mature organization has clear operating rules and process rules or a high-power distance orientation of team members, the authoritative and paternalistic leaders may be more likely to communicate effectively and maintain good and consistent team performance. What's more, when there are significant changes in milestones, team development stages, and membership structure, it may be necessary to adjust to a more appropriate organizational leadership style in a timely manner. Of course, in real organizations, the same team may also have diverse employee forms or different sub-project teams at different stages of development, which requires leaders to apply targeted management styles in front of the same organization and different types of employees. This scenario is particularly common in emerging industries and companies. This is why it is important for current environments and organizations to demand more and more from their leaders. This is why the current environment and organizations are increasingly demanding of leaders.

4.2.2 Organizations Need to Enhance the Psychological Capital of Team Members through Multiple Perspectives

Research shows that psychological capital has a positive effect on employees' work attitudes, performance, and organizational citizenship behaviors; psychological capital is also dynamically modifiable and is influenced not only by demographic data dimensions, but also by organizational climate, environment, leadership, and personal experiences and even self-reinforcement (DEMEROUTI, et al, 2011, Cole, Daly, Mak, 2009). This study also found a significant positive correlation between psychological capital and work engagement. Therefore, it is recommended to create a positive and supportive organizational climate in the team management process, to encourage employees to draw positive strengths and resources from their past life experiences and their own objective conditions through developmental human resource management and assessment, and to enhance their psychological capital through continuous self-reinforcement.

5 LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Sample distribution. In this study, questionnaires were mainly distributed and collected through the internet. Due to the short time period and personal capacity limitation, the effective matching sample is only 300, so the data reference is limited. Relatively speaking, the questionnaire spans a wide range of industries, and the sample size of each industry is small, which is not conducive to the analysis of differences in variables between industries. At the same time, the remote online questionnaire has lots of problems, including the poor state of participants, uncontrollable factors and environmental interference, lack of contractual sense, and high data errors and losses. This is also an obvious shortcoming of online research as a convenient research method. In the future, the interest and engagement of participants can be enhanced by combining online and offline methods or adding more attractive interactions.

Relevant studies have proposed that there are some boundary conditions and individual influencing factors between psychological capital and leadership style, such as physical distance (STORY et al. 2013), procedural fairness (Sui et al 2012), the traditionality of employee (Zhong, LF, et al, 2013), personal effectiveness training (DEMEROUTI E, et al, 2011). as well as individual education, experience, economic and social status (e.g., financial status, social position, social contract, time pressure), etc. (Cole, Daly, Mak 2009). All these influencing factors have a corresponding effect on psychological capital, which in turn affect the moderating effect of power distance orientation and the relationship between inclusive leadership and work engagement under the mediating effect of psychological capital. At present, there are few studies on the degree and stability of these influences, which can be used as a follow-up research direction in order to provide more theoretical reference and practical guidance for accurately judging the influence of relevant dimensions.

The results of previous studies have shown that the positive psychological state of work engagement can also be transmitted to the individual's life domain and infect others. The positive emotions of work engagement can be transmitted not only in the work domain but also in the family domain (Rothbard 2001, Bakker, et al, 2005). Family factors, as well as positive emotions in the organizational environmental climate, can in turn positively influence employees' work engagement and psychological capital, ultimately contributing to

improved performance and increased organizational citizenship behavior and promoting a virtuous cycle of family relationships and mutual reinforcement. Therefore, the overflow and intersection of employees' positive state and organizational citizenship behavior can also be used as the direction of follow-up research, so as to enrich the relevant research results, make them closer to the real situation, and provide more practical guidance.

6 CONCLUSIONS

This study examined the relations among inclusive leadership, power distance orientation, psychological capital and employees' work engagement, revealing that inclusive leadership significantly was positively related to employee's work engagement, psychological capital mediated the relationship between inclusive leadership and work engagement and power distance orientation further moderated the indirect effect of psychological capital on inclusive leadership and psychological capital. Specifically, with the increase of employees' power distance orientation, the role of inclusive leadership in promoting work engagement through psychological capital weakened. That is to say, inclusive leadership can promote work engagement by enhancing employees' psychological capital, which is more evident among employees with low power distance orientation.

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